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CIVILIAN CAREERS OF USMA GRADUATES

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ABSTRACT

The purpose of this study was to investigate the civilian employment experiences of USMA graduates from the Classes of 1920-1949. Data were gathered by means of a questionnaire mailed in the Spring of 1970 and information was obtained and reported on for two major areas: (1) ease of transition from military to civilian employment; and (2) civilian job characteristics and success. In general the major finding in regard to (1) was that most graduates feel that their education and training received at the Military Academy and later as officers have strong carry-over effects to their civilian jobs. In regard to (2) the most relevant findings were that USMA graduates had been able to find employment in a wide variety of jobs, most receive fine salaries and consider themselves successful in civilian life.

CIVILIAN CAREERS OF USMA GRADUATES¹

Some of the many questions that USMA graduates ask themselves are: What is likely to happen to me once I leave active duty and seek civilian employment; will I have an easy time of finding a desirable job; what kinds of jobs are my talents suited for? The answers to these and other employment questions are important, since more than 85 percent of those who leave active duty will seek some kind of civilian employment. This is to be expected since graduates often have individual or family responsibilities that require support from civilian employment, whether or not they leave active duty immediately after their initial obligatory tours or remain until retirement is mandatory. The graduates often assume that they will be able to obtain civilian employment which is somewhat comparable to their military status. To find out if this assumption is justified is the purpose of this study, which attempts to shed some light on the civilian employment experiences of USMA graduates. In so doing, two major areas will be investigated: (1) Ease of transition of military skills and credentials to the civilian employment situation; and (2) Civilian job characteristics and success. Information concerning these two areas should be useful not only for officers who are planning to enter civilian life, but also for governmental policy making agencies which have a vital national interest in seeing that the experiences, skills, and potentials possessed by USMA graduates are fully utilized.

This study is the first comprehensive examination of the civilian employment experiences of USMA graduates. However, there have been a number of other studies that have dealt with non-USMA graduates who entered civilian life after being officers in the various military services. A short look at some of the findings of these other studies may provide useful background information for the present study. A committee composed of eight University of Michigan faculty members conducted the first large scale investigation of the civilian employment experiences of retired officers (U.S. Senate, Committee on Armed Forces, 1961). This committee sent a mailed questionnaire to a random sample of 4257 officers on the retired rolls of the four Services who had retired between 1955 and 1960. Replies were received from 3191 retired officers. Findings showed that an easy transition to civilian employment had been made by less than half of the respondents, while about one-third had had at least some difficulty. The remainder either did not seek employment or their responses could not be ascertained. Actual incidents of involuntary unemployment, financial hardships, and status loss among the group were not clearly established by the study,

¹The author would like to acknowledge the assistance of Specialist Felton Cameron, who served as the computer programmer for this project.

although the data permit inferences that severe problems affected about 10 or 15 percent. The study concluded: "There can be no doubt, however, that at the present time most officers and enlisted personnel must have retired pay in order to maintain the economic position which they have attained and for which they have made sacrifices".

A number of smaller scale studies have also indicated that substantial problems of military-to-civilian transition exist for at least a minority of retirees (Biderman and Sharp, 1968; Collings, 1963; Massey, 1963). Collings mailed a questionnaire to 1000 retired Army officers living in eight western states. His major conclusions were as follows:

1. Thirty year retirement appears to have strong financial advantages over 20 year retirement.

2. The average retiree makes far less money in his new civilian job than in the service. He does, with his new retirement pay, manage to maintain his old income.

3. Nothing pays off at the pay window like a college degree, particularly an advanced degree.

4. The traditional mailed résumé is almost worthless as an instrument in finding a job.

5. Private employment agencies are also ineffective means of finding a desirable job.

6. Military retirees should avoid commission sales jobs.

7. There is nothing to indicate, other things being equal, that the younger retiree is more employable or receives a higher starting pay.

In 1968, Biderman and Sharp published a report on data gathered from two surveys in 1963 and 1964. The subjects consisted of thousands of officers and enlisted men from the four Services. Their results showed that the transfer of military skills to the civilian environment has been satisfactory in most cases; that is, the majority of the men have found jobs. They hypothesize that this had been possible only because of changes in both the military and civilian occupational structures which make them now resemble each other more closely than was the case in the past. The authors comment further by stating that the growing salience of the problem of satisfactory "second career" transition for military personnel may accentuate "civilianizing" trends in the military. However, expectations prior to military retirement were somewhat over optimistic and several problem areas were noted, such as the findings that incomes and use of abilities failed to accord with previously high expectation.

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Massey (1963), in a doctoral dissertation, received replies to a mailed questionnaire from 119 U.S. Naval Academy graduates from the Classes of 1930 through 1940 who had retired in 1960. The purpose of his study was to supply information on the extent of the utilization of the skills and energies of retired Naval Academy graduates by the civilian economy. Massey's findings gave further confirmation to those of Biderman and Sharp and the University of Michigan faculty committee, in that they all found a sharp disparity between the experiences of retired officers and their expectations. Massey concludes by stating that the gulf between expectations and realities is wide and undoubtedly a contributing factor in the poor utilization of the human resources represented by the military retired. In a personal communication (R.J. Massey, October 9, 1970) he indicated that the written comments of the respondents to his survey were even more dire, in most cases, than the statistics. He stated that many of his respondents were "souls in torment".

It was the findings of studies such as the above which prompted the undertaking of the present investigation. If the same situation exists for USMA graduates as was found in studies dealing with non-USMA graduates, careful planning and re-evaluation of training, retention, and retirement policies would be indicated. However, if the results are favorable than perhaps valuable information for recruitment, retention and morale will have been obtained.

METHOD

Subjects

A survey questionnaire was mailed to 2031 Military Academy graduates, who were in civilian life, from the Classes of 1920-1949. Usable returns were received from 1516 respondents, a response rate of about 75 percent. The vast majority (97 percent) of these respondents left active duty between 1945 and 1970. Eighty-two percent had left active duty in 1953 or later. The ranks of the respondents were most heavily represented by colonels. Table I gives a more thorough breakout of these ranks.

TABLE I
RANKS OF THE RESPONDENTS

RANK	NUMBER	PERCENT
Second Lieutenant	8	0.53
First Lieutenant	41	2.70
Captain	100	6.60
Major	73	4.82
Lieutenant Colonel	268	17.68
Colonel	676	44.59
Brigadier General	105	6.93
Major General and Above	154	10.16
No Response	91	6.00

Questionnaire

The questionnaire used to gather the data consisted of 91 multiple choice and three open-ended questions. The six parts of the questionnaire were General Information, Education, Employment, Viewpoints, Job Attitudes, and three Free Response questions. Only those questions that have relevance to the transition of military skills and credentials to civilian employment and civilian job characteristics and success will be analyzed in this report (see Appendix A). Questions pertaining to other topics will be incorporated into future reports.

Procedure

In March of 1970 the questionnaire was mailed to a one-third sample of all civilian graduates from the Classes of 1920-1949, whose addresses were available through the Association of Graduates' file. This file is quite complete and represents over 95 percent of all living graduates. The returns were divided into four groups, according to how many years of active duty each respondent had. The four groups consisted of those with 5 years and less of active duty (N=110), 6 to 19 years (N=259), 20 to 29 years (N=634), and 30 and over years (N=498). It was thought that by breaking out the groups in this fashion and by comparing the results that a clearer interpretation of the data would be possible, and that the periods of economic recession and boom would balance each other out. An additional way to break-out the data would be to divide the respondents according to when they left active military service. However, because information in regard to this break-out would be more or less of historical interest only, this procedure was not utilized.

RESULTS AND DISCUSSION

The results to the questions dealing with the two major parts of this report, the ease of transition from military to civilian employment and civilian job characteristics and success, will be examined separately.

Transition

When it came time to leave active duty, the majority of the respondents failed to take thorough steps to prepare themselves for a civilian career. Approximately 50 percent of them stated that they had not taken any steps whatsoever. Table 1 indicates that graduates with five years and less of active duty made the fewest kinds of preparation; and that those with 20-29 years of active duty took the most steps to prepare themselves for civilian careers. The most popular kind of preparation was the sending out of résumés. In light of the finding mentioned by Collings (1963), in regard to the doubtful value of mailed résumés in finding a suitable job, the indiscriminate mailing of many résumés may be of little value. The seemingly low percentage of graduates who took thorough steps of preparation is somewhat surprising, considering the fact that the overwhelming majority of retirees will seek a civilian career and that a number of programs are available to ease the transition from military to civilian employment. Such programs include the Referral Program, employment counseling, formalized college courses, employment bulletins, commercial aid in developing résumés, etc. While the Referral Program is relatively new and therefore would not apply to those who retired prior to its implementation, many of the other programs have been available for quite some time. Perhaps there has not been enough advertisement, since the emphasis, and justly so, has usually been on retention and not on preparation for a second career in civilian life. Another alternative explanation is that the respondents were so confident of obtaining suitable civilian jobs once they left the service, that they did not see the need to make any kind of preparation while still on active duty. Supporting this explanation are the findings reported in Table 2, which show that over 60 percent of each active duty group stated that they did not need any counseling and information in regard to retirement plans. In view of the state of the present economy, the rationale for this opinion for future officers who leave active duty is questionable. Of course, it must be realized that an officer with less than 20 years of service did not really have "retirement" plans. However, those with over 20 years most likely did. It should be noted further that 19 percent of both the 20-29 and 30+ groups indicated that they would have liked some information and counseling but that these were not available. This finding becomes particularly relevant when the results summarized in

Table 3 are examined. While the majority of the respondents indicated that they did not need any additional training to qualify for civilian employment, a substantial number stated that some type of training was desired. Graduate schooling and other were the two most frequently selected categories.

Getting down to the essence of the transition problem, or the value of the training and experience received at USMA and later as officers, three questions were asked. The first concerned the value of the academic training received at USMA to the respondents' civilian occupations. The vast majority in all four groups stated that the academic training was either good, very good, or excellent in relation to their civilian occupation. Another interesting finding was the tendency of the 0-5 years' group to view the training as more valuable than the other three groups. The second question pertained to the value of the non-academic training received at USMA to the respondents' civilian occupations. Table 5 shows that the answers were somewhat similar to the first question, except that a larger percentage stated that the value was either poor or fair. Of course, this reduces the percentages of those individuals who answered good, very good, or excellent since the categories are mutually dependent. As before, the 0-5 group tended to view this training as more valuable than the other groups. The third question asked how much value the post-USMA or officer service experience, education, and training were in regard to the respondents' occupations. For the groups with 20-29 and 30+ years of active duty the responses were overwhelmingly favorable, with over 90 percent of both groups indicating that the value was either good, very good, or excellent (see Table 6). The 0-5 years group viewed their service experiences as least valuable. However, this is to be expected since there was less time for members of this group to avail themselves of the many education and training programs that were available.

Examining these three questions together, it appears that even though the education and training received at USMA and later as officers are directed primarily at increasing an individual's ability to function as a military officer, a very large segment is also valuable to his civilian occupation. These findings leave little doubt that the development of the "whole man", an individual who can function in many different situations, has benefits outside of the Army as well as within.

Factors that may modify the transition from military to civilian life are the prevalent anti-Vietnam and subsequent anti-military attitudes existing in our society. To investigate this potential problem the respondents were asked two questions

pertaining to discrimination/prejudice and prestige. The first sought answers to the amount of discrimination and prejudice the respondents, because of their military backgrounds, had experienced from the civilian sector of our society since leaving active duty. Table 7 shows that the majority in each group has experienced no prejudice and discrimination from civilian sources. However, within groups there appears to be some differences in that the 0-5 group has received the least and the 20-29 group the most. One possible explanation of this is that the 0-5 group identified less with the military and was identified less as ex-military by civilians and therefore did not experience as much discrimination and prejudice directed at them because of their military backgrounds. The second question pertained to the amount of prestige that an ex-military officer has in the civilian community. The responses appear to be quite favorable, with the large majority for each group indicating that ex-military officers have prestige that can be considered as average, above average, or very much above average (see Table 8). The results of the above two questions indicate that, regardless of the anti-Vietnam and anti-military attitudes, only a small minority of respondents felt that they have experienced these potential difficulties to any great extent.

In spite of the above seemingly optimistic findings, Table 9 indicates that approximately 40 percent of the respondents from the 20-29 and 30+ groups stated that they had experienced a fairly or very difficult time in finding a desirable civilian job. A somewhat larger percent of the 0-5 and 6-19 year groups said that they had had a fairly or very easy time. There does appear to be some relationship between years of active duty and difficulty in finding a desirable job. One explanation for this may be that laws and other proprieties have restricted or excluded the respondents with longer active duty careers more than they have the 0-5 and 6-19 groups. The findings reported in Table 10 support this hypothesis and indicate that the 0-5 and 6-19 groups feel that laws and proprieties have had less effect upon them than the two other groups, probably because certain laws do not pertain to them. The influence of inadequate preparation for transition to civilian employment, as discussed earlier, should also be considered as a possible agent in making it difficult for some respondents to find suitable jobs.

In hopes of aiding the transition to civilian life various fringe benefits have been established. Two questions in the survey pertained to the usage of and attitude towards several of the benefits. The first asked the respondents to indicate the kinds of VA benefits that they had used or plan to use. Table 11 shows that the two most popular benefits were educational allotments and home mortgages. Business loans were rare. The second question concerned the overall satisfaction with military retirement benefits other than retirement pay. The results showed that approximately 70 percent of all respondents indicated that they were either satisfied or very satisfied. The most

negative results came from the 0-5 group when 23 percent of them said that they were very dissatisfied. It should be noted that this group in general is not eligible for any benefits as contrasted with the groups with 20 or more years of active duty.

Civilian Employment

To identify the number of USMA graduates who sought civilian employment after leaving the service, the questionnaire included one item pertaining to this matter. Table 13 shows that a large majority of each group sought some type of civilian employment. As might be expected, there was a trend for the two groups with less active duty time to seek work in civilian life more often than the other two groups. The 23 percent in the 30+ group who did not seek employment may have felt that their retirement benefits were large enough to support themselves, or that they had little chance to obtain civilian employment and therefore did not seek it.

One of the most striking findings from the questions that were asked in regard to the respondents' civilian occupations was the diversity of occupations in which the USMA graduates found employment. From the total of 58 specific occupations presented, the respondents listed 50 as their civilian occupations. The number and percent of respondents listing the separate occupations can be found in Table 14. Teaching, engineering, and other professional, technical, or kindred were the most prevalently selected categories. Very few respondents were in the so-called lesser skilled occupations of operative, service, and laborer. To make analyses of the occupations more manageable, the 58 separate categories were combined into 13 broader divisions and appear on Table 15. This table indicates that by far the two most common categories were professional, technical and kindred and the salaried manager, official or proprietor. Across groups two major differences occurred in that the 20-29 and 30+ groups were much more heavily represented in the professional, technical, and kindred area and much less represented in the salaried manager, official, or proprietor field. It may be that the two groups with less service experience have had more time, or more desire, to move out of the typical entry level professional field and into the managerial area. Outside of these two major differences the four groups have roughly comparable percentages in each category.

Typically, the jobs that the respondents held were with fairly large organizations (see Table 16) that are non-government concerns (see Table 17).

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In judging occupational success the most frequently used index is annual salary. The annual salaries of those employed either part-time or full-time appear in Table 18. The MODAL response of the 0-5 and 20-29 year group was \$15,000-21,999; that for the 6-19 group was \$22,000-29,999; and that for the 30+ group was \$7,000-10,999. In general there is a trend for the two groups with less time on active duty to have the higher salaries. It must be realized that this table includes not only full-time but also part-time employees. No doubt, there would be a shift upward if the part-timers and those who retired some years ago when salaries were lower were eliminated. In terms of total annual income, the most common response category for the 6-19, 20-29, and 30+ groups was \$22,000-29,999. For the 0-5 group the \$50,000-99,999 was the most prevalent. This latter finding is somewhat astounding; and it should be noted that there were only 90 respondents from the 0-5 group that gave usable answers to this question, twenty-six of whom stated that their total annual income was \$50,000-99,999. Total annual income included salary, military retirement pay, interest, dividends, and anything else that added to an individual's financial income.

Perhaps the ultimate standard that can be used to gauge success in civilian life is to find out how the respondent himself perceives his total civilian situation. One question in the survey gathered information on this point and asked each retiree whether or not he considered himself to be a success in civilian life. Table 20 summarizes the responses and indicates that over 90 percent stated that they were an unqualified or qualified success. This percentage rose to close to 100 percent for those with 5 years or less of active duty. Apparently, the vast majority of respondents from all four groups feel that they have been able to close the gap between the military and civilian situations and perceive themselves as successful in the latter.

To gain further data on civilian success, a question was included which asked the respondents to list some of their significant civilian accomplishments. The essays of a random sample of 100 respondents were analyzed and the response categories appear in Table 21. In all, 243 separate accomplishments were listed by the 100 respondents sample. By far the two most prevalent accomplishments concerned work and civic-community affairs. Over 80 percent of the respondents listed some kind of achievement in their work as a significant accomplishment. One individual said that he was in the construction business and making over \$300,000 per year. Another was the president of a \$6,000,000 corporation. One respondent stated that he was making only \$5,000 a year as a security guard, but that he was happy in his retirement because he did not intend to do much. As far as civic-community affairs are concerned, 56 percent of the respondents indicated that they

had achieved something significant in this field as a civilian. Many were on the boards of voluntary and charitable organizations. Others were active in such diverse programs as, improvement of education, sewage disposal, and recreation facilities. The remaining areas, in decreasing order, used to describe significant civilian accomplishments were concerned with writing, family life, teaching, and the others listed in the table.

As a summary question the respondents were asked to rate their overall satisfaction with their current civilian situations. Approximately 75 percent of all respondents stated that they were either satisfied or very satisfied (see Table 22). About 14 percent said that they were dissatisfied or very dissatisfied. Across groups, there does not appear to be any extreme differences, the largest being that of 14 percent, which occurred when 51 percent of the 0-5 years group were very satisfied as compared to only 37 percent for the 20-29 years group.

CONCLUSIONS

The more important conclusions that can be drawn from the data presented are the following:

a. The vast majority of USMA graduates sought civilian employment, yet, the typical graduate made little preparation while still on active duty to prepare himself for a civilian career. This lack of preparation may have been one of the reasons why a number of graduates have had difficulty in obtaining suitable civilian jobs. Also, certain laws and proprieties appear to have excluded some graduates from certain jobs, particularly those with 20 and more years of active duty. The 0-5 years group made the least preparation and the 20-29 the most.

b. Regardless of whether or not a graduate made a career of military service, both the academic and non-academic training received at USMA in the vast majority of cases was of high value in his civilian occupation. The 0-5 group members found their USMA training even more valuable than the other groups.

c. Service experience, education, and training were rated as valuable for the graduates' civilian occupations by the majority of members of all four groups. However, there was a trend for the value to be greater the longer a graduate was on active duty.

d. There appears to be a relationship between years of active duty and difficulty in obtaining a desirable civilian job. The fewer the years of active military service the less the difficulty.

e. USMA graduates were employed in a wide variety of civilian jobs and have fairly decent incomes from these jobs.

f. The vast majority of all groups considered themselves successful in civilian life and were satisfied with their overall civilian situation.

g. Whether or not the findings of this study can be generalized to classes after 1949 is an empirical matter. Information in regard to this point will appear in a later report.

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TABLE 1
KINDS OF PREPARATIONS MADE FOR A CIVILIAN CAREER

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=110) *	6-19 (N=259)	20-29 (N=634)	30+ (N=498)
None	75	62	41	55
Took formalized course	6	13	23	14
Read on one's own	12	11	20	13
Attended lectures/films	2	3	7	4
Sought employment counseling	2	3	10	9
Send out resumes	5	17	36	24
Advertised availability	2	2	4	3
Other	6	5	12	8

*NOTE - The number of respondents for a group may vary from table to table due to different response rates and the number of usable responses to a particular question.

TABLE 2
COUNSELING AND INFORMATION IN REGARD TO RETIREMENT PLANS

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=107)	6-19 (N=251)	20-29 (N=624)	30+ (N=488)
Did not need help	87	80	62	63
Desired, but not available	8	14	19	19
Some given, but not enough	2	2	11	8
Service gave enough	3	4	9	10

TABLE 3
KINDS OF TRAINING NEEDED TO
QUALIFY FOR CIVILIAN EMPLOYMENT

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=110)	6-19 (N=259)	20-29 (N=634)	30+ (N=498)
None	53	63	61	57
Not interested in working	1	1	.5	12
Undergraduate college	8	2	4	5
Graduate school	17	17	15	15
Technical school	3	2	3	2
Commercial school	5	2	3	4
Other	23	16	14	13

TABLE 4
VALUE OF USMA ACADEMIC TRAINING TO CIVILIAN OCCUPATION

Responses	Percent Responding for "Each Years of Active Duty" Group			
	0-5 (N=108)	6-19 (N=250)	20-29 (N=561)	30+ (N=386)
Poor - a hindrance	0	1	1	1
Fair - of little or no value	5	5	11	10
Good - of some value	26	27	31	25
Very good - of much value	31	33	31	30
Excellent - of great value	38	34	26	34

TABLE 5

VALUE OF USMA NON-ACADEMIC TRAINING TO CIVILIAN OCCUPATION

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=107)	6-19 (N=252)	20-29 (N=565)	30+ (N=392)
Poor - a hindrance	0	1	2	1
Fair - of little or no value	12	16	24	20
Good - of some value	25	28	33	32
Very good - of much value	29	23	20	21
Excellent - of great value	34	31	22	27

TABLE 6
VALUE OF OFFICER EXPERIENCE, EDUCATION,
AND TRAINING TO CIVILIAN OCCUPATION

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=103)	6-19 (N=248)	20-29 (N=566)	30+ (N=389)
Poor - a hindrance	0	1	2	2
Fair - of little or no value	23	11	7	5
Good - of some value	36	25	18	14
Very good - of much value	18	30	33	31
Excellent - of great value	22	33	41	48

TABLE 7

AMOUNT OF PREJUDICE AND DISCRIMINATION
EXPERIENCED SINCE LEAVING ACTIVE DUTY

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=109)	6-19 (N=257)	20-29 (N=627)	30+ (N=482)
None	87	72	52	65
Slight amount	9	18	26	20
Moderate amount	3	7	13	11
Quite a lot	1	2	6	2
Great deal	0	1	3	1

TABLE 8

PRESTIGE OF EX-MILITARY OFFICERS IN THE CIVILIAN COMMUNITY

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=104)	6-19 (N=254)	20-29 (N=618)	30+ (N=473)
Very much below average	1	2	3	2
Below average	2	7	12	7
Average	41	43	41	33
Above average	47	43	37	49
Very much above average	9	5	6	10

TABLE 9
DIFFICULTY IN FINDING A DESIRABLE CIVILIAN JOB

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=107)	6-19 (N=245)	20-29 (N=557)	30+ (N=388)
Very difficult	1	8	13	18
Fairly difficult	19	16	23	23
Fairly easy	23	33	32	26
Very easy	57	43	32	32

TABLE 10
HAVE LAWS AND PROPRIETIES EXCLUDED
YOU FROM CERTAIN CIVILIAN JOBS

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=109)	6-19 (N=255)	20-29 (N=624)	30+ (N=487)
No	92	80	41	54
Yes - a little	5	6	14	10
Yes - moderately	4	5	15	11
Yes - a lot	0	5	23	17
Yes - unbearably so	0	3	7	8

TABLE 11
KINDS OF VA BENEFITS USED OR WILL USE

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=110)	6-19 (N=259)	20-29 (N=634)	30+ (N=498)
Educational allotments	27	22	36	28
Home mortgage	25	41	28	13
Business loan	1	3	2	2
Other	17	11	16	23

TABLE 12
OVERALL SATISFACTION WITH MILITARY
RETIREMENT BENEFITS, OTHER THAN RETIREMENT PAY

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=22)	6-19 (N=91)	20-29 (N=605)	30+ (N=463)
Very dissatisfied	23	5	4	5
Dissatisfied	5	12	13	11
Neither dissatisfied nor satisfied	5	14	16	10
Satisfied	27	37	42	42
Very satisfied	41	31	26	32

TABLE 13

DID YOU EVER SEEK CIVILIAN EMPLOYMENT

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=107)	6-19 (N=254)	20-29 (N=621)	30+ (N=486)
Yes - full-time	91	88	79	61
Yes - part-time	2	1	4	8
Yes - both part- and full-time	2	6	8	8
No	6	6	10	23

TABLE 14
SPECIFIC CIVILIAN OCCUPATIONS

Responses	N	%	Responses	N	%
Professional, technical, and kindred workers:			Teacher:		
1. Accountant or auditor	10	0.78	23. Elementary	5	0.39
2. Architect	0	0.00	24. Secondary	100	7.81
3. Artist or art teacher	1	0.08	25. College	99	7.73
4. Author, editor or reporter	13	1.01	26. Teacher not elsewhere classified	5	0.39
5. Chemist	0	0.00	Technician:		
6. Clergyman	7	0.55	27. Medical or dental	0	0.00
7. College President	6	0.47	28. Electrical or electronics	5	0.39
8. Congressman	0	0.00	29. Other technician	14	1.09
9. Dentist	1	0.08	30. Other professional, technical or kindred	149	11.63
10. Designer or draftsman	1	0.08	Farmer or farm manager:		
Engineer:			31. Specify:	24	1.87
11. Aero-nautical	13	1.01	Official or inspector--state or local administration, except farm:		
12. Civil	42	3.28	32. Specify:	38	2.97
13. Mechanical	16	1.25	Official or inspector--federal, except farm:		
14. Other engineer	77	6.01	33. Specify:	19	1.48
15. Lawyer or judge	40	3.12	Manager, official, or proprietor--salaried:		
16. Musician or music teacher	0	0.00	34. Manufacturing	101	7.88
17. Natural scientist	4	0.31	35. Wholesale or retail trade	19	1.48
18. Personnel	14	1.09	36. Finance, insurance or real estate	52	4.06
19. Pharmacist	0	0.00	37. Other	109	8.51
20. Physician	1	0.08			
21. Social scientist	9	0.70			
22. Social, welfare or recreation worker	2	0.16			

TABLE 14 (Continued)
SPECIFIC CIVILIAN OCCUPATIONS

Responses	N	%	Responses	N	%
Manager, official or proprietor-- self-employed:			Salesworker:		
38. Construction	18	1.40	48. Insurance agent, broker, etc.	40	3.12
39. Manufacturing	10	0.78	49. Real estate agent or broker	32	2.50
40. Wholesale trade	1	0.08	50. Manufac- turing	5	0.39
41. Eating and drinking places	4	0.31	51. Wholesale	0	0.00
42. Retail trade, except eating and drinking places	3	0.23	52. Retail	3	0.23
43. Other	32	2.50	53. Other sales- worker	18	1.40
Other manager or official, or proprietor:			Craftsman, foreman, or kindred worker:		
44. Specify	55	4.29	54. Specify	1	0.08
Clerical or kindred:			Operative or kindred worker:		
45. Bookkeeper	1	0.08	55. Specify	1	0.08
46. Mail carrier	0	0.00	Service worker:		
47. Other clerical or kindred	8	0.62	56. Specify	1	0.08
			Laborer:		
			57. Specify	3	0.23
			Other:		
			58. Specify	49	3.82
			TOTAL	1281	100%

TABLE 15

BROAD CIVILIAN OCCUPATIONS

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=101)	6-19 (N=240)	20-29 (N=543)	30+ (N=383)
Professional, technical and kindred workers	34	38	57	50
Farmer or farm manager	2	0.4	2	3
Official or inspector: local, state, or federal administration	3	4	4	5
Manager, official or proprietor: salaried	36	34	17	18
Manager, official, or proprietor: self-employed	11	8	4	4
Other manager, official, or proprietor	8	3	3	5
Clerical or kindred	0	1	1	1
Salesworker	5	8	7	9
Craftsman, foreman or kindred	0	0.4	0	0
Operative or kindred	0	0	0	0.3
Service worker	0	0.4	0	0
Laborer	0	0.4	0.2	0.3
Other	2	3	4	5

TABLE 16

NUMBER OF EMPLOYEES OF EMPLOYING ORGANIZATION

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=103)	6-19 (N=232)	20-29 (N=528)	30+ (N=363)
1-24	21	14	11	19
25-99	7	12	10	13
100-999	31	16	22	27
1,000-9,999	17	22	22	17
10,000 or more	23	35	34	24

TABLE 17

EMPLOYER

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=103)	6-19 (N=246)	20-29 (N=559)	30+ (N=381)
Government: local, state, or federal	9	17	30	24
Non-government	91	83	70	76

TABLE 18
ANNUAL SALARY FROM PRESENT OR LAST CIVILIAN JOB

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=101)	6-19 (N=247)	20-29 (N=547)	30+ (N=378)
Under \$3,000	2	2	3	11
\$3,000-6,999	2	4	8	12
\$7,000-10,999	1	6	18	21
\$11,000-14,999	9	12	22	18
\$15,000-21,999	27	19	26	17
\$22,000-29,999	16	22	15	10
\$30,000-39,999	15	16	6	6
\$40,000-49,999	11	7	1	2
\$50,000-99,999	15	9	1	2
\$100,000 and over	3	3	1	0.3

TABLE 19
TOTAL ANNUAL INCOME

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=90)	6-19 (N=227)	20-29 (N=573)	30+ (N=448)
Under \$1,000	0	0	0	0
\$1,000-2,999	1	0	0.2	0
\$3,000-6,999	1	1	0.2	0.4
\$7,000-10,999	2	7	5	2
\$11,000-14,999	2	8	11	16
\$15,000-21,999	12	7	16	27
\$22,000-29,999	22	30	38	28
\$30,000-39,999	21	17	19	10
\$40,000-49,999	4	7	5	6
\$50,000-99,999	23	15	2	6
\$100,000-199,999	7	5	1	2
\$200,000 and over	3	1	2	2

TABLE 20
ARE YOU A SUCCESS IN CIVILIAN LIFE

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=107)	6-19 (N=248)	20-29 (N=610)	30+ (N=472)
Unqualified yes	63	49	40	45
Qualified yes	36	44	50	48
No	2	7	10	7

TABLE 21
AREAS IN WHICH SIGNIFICANT CIVILIAN ACCOMPLISHMENTS OCCURRED

Responses	N and % of Total # of Respondents	% of Total # of Response
1. Work	81	33
2. Civic-community	56	23
3. Writing-lecturing	17	7
4. Family	14	6
5. Teaching: below college	11	5
6. Teaching: college	10	4
7. Personal education	10	4
8. None	7	3
9. Material goods	6	2
10. Being happy	5	2
11. Being healthy	5	2
12. Recreation	5	2
13. Being respected	4	2
14. Having character	4	2
15. Religion	3	1
16. Friends	3	1
17. Politics	2	1
TOTAL	243	100

TABLE 22

OVERALL SATISFACTION WITH CURRENT CIVILIAN SITUATION

Responses	Percent Responding for Each "Years of Active Duty" Group			
	0-5 (N=107)	6-19 (N=253)	20-29 (N=628)	30+ (N=488)
Very dissatisfied	8	8	5	5
Dissatisfied	4	6	9	8
Neither dissatisfied or satisfied	6	10	14	10
Satisfied	31	31	34	36
Very satisfied	51	45	37	41

APPENDIX A

The questionnaire items that were examined in this report are presented on the following pages. They are divided into two parts: those items dealing with transition from military to civilian employment and those concerning civilian job characteristics and success.

TRANSITION FROM MILITARY TO CIVILIAN EMPLOYMENT

1. What kind of preparation, while on active duty, did you make for a civilian career? (Circle as many as applicable.)
 - a. None.
 - b. Took formalized courses at a college or training institution.
 - c. Read on your own some of the literature in your chosen civilian field.
 - d. Attended some lectures and/or film presentations that concerned your chosen civilian field.
 - e. Sought employment counseling.
 - f. Sent out resumes or vitae.
 - g. Advertised your availability for employment in an employment bulletin.
 - h. Other - specify: _____
2. Did the service do enough in the way of counseling and information services to help you with your retirement plans?
 - a. I did not require or seek such help.
 - b. I would have liked some information and/or counseling help, but the service did not provide any.
 - c. The service gave me some information and/or counseling help, but should have provided more.
 - d. The service gave me enough information and/or counseling help.
3. When you left the service did you need additional training to qualify for the kind of work you had in mind? (Circle as many as applicable.)
 - a. No.
 - b. No, I was not interested in looking for work.
 - c. Yes--undergraduate college.
 - d. Yes--graduate school.
 - e. Yes--technical school.
 - f. Yes--commercial school.
 - g. Yes--other - specify: _____

4. How much value has the academic training that you received at USMA been to you in your civilian occupation?
- Never had a civilian occupation.
 - Poor--a hindrance.
 - Fair--of little or no value.
 - Good--of some value.
 - Very good--of much value.
 - Excellent--of great value.
5. How much value has all the non-academic training that you received at USMA been to you in your civilian occupation?
- Never had a civilian occupation.
 - Poor--a hindrance.
 - Fair--of little or no value.
 - Good--of some value.
 - Very good--of much value.
 - Excellent--of great value.
6. How much value has your service experience, education, and training, other than that received at USMA, been to you in regard to your civilian occupation?
- Never had a civilian occupation.
 - Poor--a hindrance.
 - Fair--of little or no value.
 - Good--of some value.
 - Very good--of much value.
 - Excellent--of great value.
7. Because of your military background, have you experienced any prejudice or discrimination from the civilian sector of our society since leaving the service?
- No.
 - Yes--a slight amount.
 - Yes--a moderate amount.
 - Yes--quite a lot.
 - Yes--a great deal.
8. How much prestige does an ex-military officer have in the civilian community?
- Very much below average.
 - Below average.
 - Average.
 - Above average.
 - Very much above average.

9. After leaving the service, how easy was it to find a desirable civilian job?
- a. Did not seek a job after leaving the service.
 - b. Very difficult.
 - c. Fairly difficult.
 - d. Fairly easy.
 - e. Easy.
10. Because of your military background, have you found that laws (e.g., Dual Compensation) and proprieties have excluded you from certain civilian jobs?
- a. No.
 - b. Yes--a little.
 - c. Yes--moderately.
 - d. Yes--a lot.
 - e. Yes--unbearably so.
11. What kinds of Veterans Administration (VA) benefits have you used or plan to use? (Circle as many as applicable.)
- a. Educational allotments.
 - b. VA approved home mortgage.
 - c. VA approved business loans.
 - d. Other - specify: _____
12. Overall, how satisfied are you with military retirement benefits, other than retirement pay?
- a. Very dissatisfied.
 - b. Dissatisfied.
 - c. Neither dissatisfied nor satisfied.
 - d. Satisfied.
 - e. Very satisfied.
 - f. Eligible but do not make use of this benefit.
 - g. Not eligible to make use of this benefit.

CIVILIAN JOB CHARACTERISTICS AND SUCCESS

13. After leaving the service, did you ever seek civilian employment?
- a. Yes - full-time.
 - b. Yes - part-time.
 - c. Yes - both part and full-time.
 - d. No.

14. What is your present civilian occupation, or last civilian occupation if not working at the present time? (Skip this question if you have never held civilian employment.)

Professional, technical and kindred workers:

1. Accountant or auditor
2. Architect
3. Artist or art teacher
4. Author, editor or reporter
5. Chemist
6. Clergyman
7. College president
8. Congressman
9. Dentist
10. Designer or draftsman
- Engineer:
 11. Aeronautical
 12. Civil
 13. Mechanical
 14. Other engineer
15. Lawyer or judge
16. Musician or music teacher
17. Natural scientist
18. Personnel
19. Pharmacist
20. Physician
21. Social scientist
22. Social, welfare, or recreation worker
- Teacher:
 23. Elementary
 24. Secondary
 25. College
26. Teacher not elsewhere classified
- Technician:
 27. Medical or dental
 28. Electrical or electronic
 29. Other technician
30. Other professional, technical or kindred

Farmer or farm manager:

31. Specify:

Official or inspector--state or local administration, except farm

32. Specify:

Official or inspector--federal, except farm

33. Specify:

Manager, official, or proprietor--salaried:

34. Manufacturing
35. Wholesale or retail trade
36. Finance, insurance, or real estate
37. Other (specify):

Manager, official, or proprietor--self-employed:

38. Construction
39. Manufacturing
40. Wholesale trade
41. Eating and drinking places
42. Retail trade, except eating and drinking places

43. Other (specify):

Other manager or official, or proprietor

44. Specify:

Clerical or kindred:

45. Bookkeeper
46. Mail carrier
47. Other clerical or kindred (specify):

Salesworker:

48. Insurance agent, broker, etc.
49. Real estate agent or broker
50. Manufacturing
51. Wholesale
52. Retail
53. Other salesworker (specify):

Craftsman, foreman, or kindred worker:

54. Specify:

Operative or kindred worker:

55. Specify:

Service worker:

56. Specify:

Laborer:

57. Specify:

Other:

58. Specify:

15. To what kind of a job did your answer to question 14 pertain?
- a. I did not answer question 14.
 - b. A government job, either federal, state, or local.
 - c. A non-government job.
16. How many people are employed nationally by the present or last organization that you worked for?
- a. Never employed as a civilian.
 - b. 1-24.
 - c. 25-99.
 - d. 100-999.
 - e. 1,000-9,999.
 - f. 10,000 or more.
17. What is your annual salary from your present job, or last civilian job if not working now? (Do not include military retirement pay.)
- a. Never employed as a civilian.
 - b. Under \$3,000.
 - c. \$3,000 - 6,999.
 - d. \$7,000 - 10,999.
 - e. \$11,000 - 14,999.
 - f. \$15,000 - 21,999.
 - g. \$22,000 - 29,999.
 - h. \$30,000 - 39,999.
 - i. \$40,000 - 49,999.
 - j. \$50,000 - 99,999.
 - k. \$100,000 and over.
18. What is your total annual income?
19. Do you consider yourself a success in civilian life?
- a. Unqualified yes.
 - b. Qualified yes.
 - c. No.
20. As a civilian, what are some of your significant accomplishments? (Please do not be humble!)
21. Considering everything, how satisfied are you with your current civilian situation?
- a. Very dissatisfied.
 - b. Dissatisfied.
 - c. Neither dissatisfied nor satisfied.
 - d. Satisfied.
 - e. Very satisfied.

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13. ABSTRACT		
<p>The purpose of this study was to investigate the civilian employment experiences of USMA graduates from the Classes of 1920-1949. Data were gathered by means of a questionnaire mailed in the Spring of 1970 and information was obtained and reported on for two major areas: (1) ease of transition from military to civilian employment; and (2) civilian job characteristics and success. In general the major finding in regard to (1) was that most graduates feel that their education and training received at the Military Academy and later as officers have strong carry-over effects to their civilian jobs. In regard to (2) the most relevant findings were that USMA graduates had been able to find employment in a wide variety of jobs, most receive fine salaries and consider themselves successful in civilian life.</p>		

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